Akwesasne Labour Market Information Study 2015-2016

Akwesasne Area Management Board

PO Box 965, Cornwall, ON K6H 5V1

(P) 613-575-2626 (F) 613-575-2863

Greetings,

On behalf of the Akwesasne Area Management Board I am pleased to present the *Akwesasne Labour Market Information Study* (ALMIS). This study is the result of a joint effort of the AAMB and Venture Associates and provides information on the state of employment and employment opportunities in Akwesasne.

Given the jurisdictional diversity of the Mohawk Territory of Akwesasne the study team had the challenge of collecting data from both sides of the international border and reporting on same, but they also reported on the community as a whole to provide a total picture of the Akwesasne labour market. For many years the community Councils looked for data to support assertion concerning employment and educational trends and levels of unemployment in the community, and now we have the ALMIS as a valuable tool to facilitate planning and to address the areas of concern.

I would like to thank the study team for their great work and also all the participants who shared their insights.

Russell Roundpoint,

Manager

Akwesasne Area Management Board

Akwesasne Labour Market Information Study

Akwesasne Labour Market Information Study

S T R E N G T H E N I N G   A K W E S A S N E ' S   L A B O U R   M A R K E T

Introduction

In October 2014, the Akwesasne Area Management Board envisioned a project to develop a Labour Market Information System (LMIS) for Akwesasne. The concept was to build a framework to gather and organize relevant labour market information which can be utilized to develop programs to support our labour market needs, now and in the future. The systematic collection, organization and analysis of labour market information in development of this framework is a first step necessary to identify priorities and create strategies designed to support our labour market skills needs. "Our vision is to implement the process for continuous updating and refinement of our labour market information system with the goal of addressing the needs of Akwesasne's Labour Market".

Beatrice Johnson,
Business Development Officer, Labour Market Analyst
www.aamb.ca

The Akwesasne Labour Market Information Study (ALMIS) provides labour market data and analysis developed by the information gathered from community based employers and individuals that participated in the first labour market survey conducted for the Akwesasne Territory. The goal of the project is to strengthen Akwesasne's labour market to create greater success for local employment opportunities.

The ALMIS will provide local training organizations, educators, businesses, and community members with valuable insights into local skills and human resource requirements. The data derived by the community-wide survey is information on a range of labour issues including: labour turnover; hard-to-fill positions; recruitment challenges; current skill shortages; future skills and occupations in demand projections; and workforce demographics. The primary objective is to utilize the data and labour market analysis to develop projections of labour skills and training needs over the next five-year period.

Methodology

The survey component of the Akwesasne Labour Market Information Study was conducted from January 5th to March 31, 2015. The survey tool consisted of two parts, one aimed at individuals in the community and the other for all Akwesasne employers including self-employed, privately-owned businesses, organizations, and community government entities/departments. The survey was conducted online and by interviews with both individuals and employer respondents. The survey outreach was all-inclusive to all portions of Akwesasne Territory. The total number of individual participants was 454. The total number of employer participants was 222.

Section A-

Participating Employer Characteristics

Figure A

Total Number of Participating Employers by Location

Kanatakon	35
Kawehnoke	46
Tsi Snaihne	29
Hogansburg	129
Outside Akwesasne	11
Total	250*

*NOTE: Total is higher than Participating Employers - some employers indicated more than one location

Figure B - Map of Akwesasne
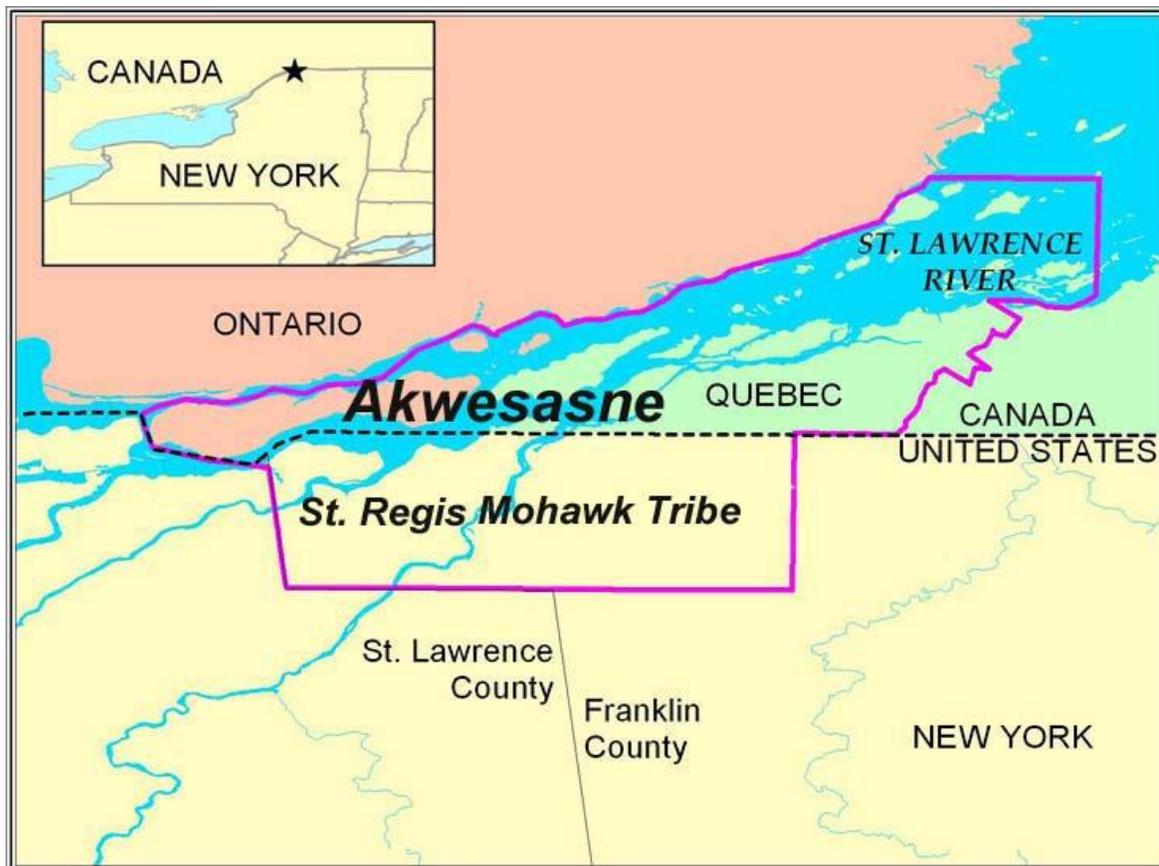
Employer Location

Figure C

**Employer Location Akwesasne Territory**
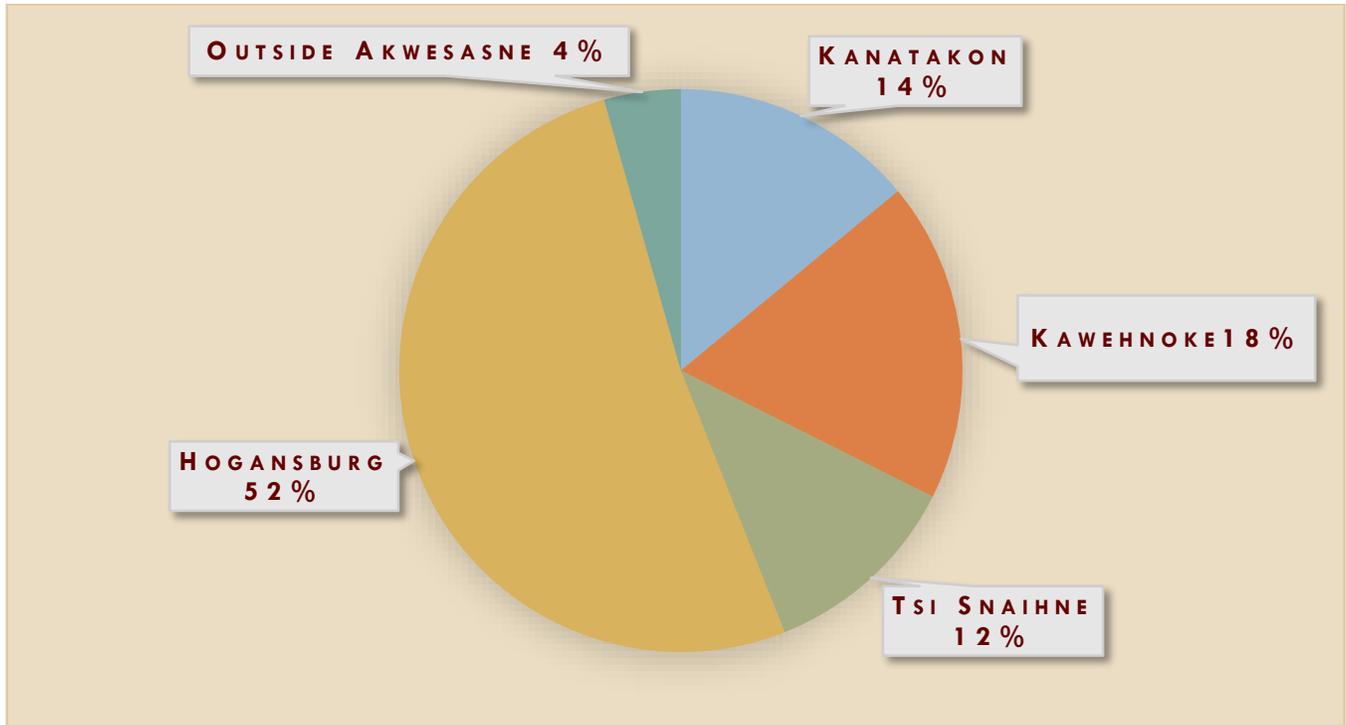
Total Number of Participating Employers is 222

Participating employers were almost equally distributed between Northern and Southern Akwesasne.

Section B

Participating Employers by Sector

Figure D

Agriculture, Fishing and Hunting 1%

Construction 4%

Other 1%

Manufacturing 6%

Public Services 19%

Wholesale - Retailer Supplier 0%

Household & Personal Services 2%

Retail - Consumer Supplier 28%

Entertainment and Recreation 4%

Food or Beverage Operations 6%

Artist Cultural 6%

Education 4%

Transportation and Warehousing 2%

Health Care 5%

Information & Communications Services 2%

Professional/ Technical Services 4%

Finance, Insurance & Real Estate 4%

Total Employer Participants is 222.

Figure E

Participating Employers by Sector Table

	Akwesasne Total # of Business by Sector
Agriculture, Fishing and Hunting	2
Construction	9
Manufacturing	14
Wholesale - Retailer Supplier	1
Retail - Consumer Supplier	63
Food or Beverage Operations	14
Transportation and Warehousing	4
Information & Communications Services	4
Finance, Insurance & Real Estate	10
Professional/ Technical Services	10
Health Care	11
Education	10
Artist Culture	13
Entertainment and Recreation	10
Household & Personal Services	5
Public Services	42
Other	3
Total:	**225**

Note: The verified number of Participating Akwesasne Employers is 222, some employers selected more than one sector.

Figure F

Total Number of Participating Employers – By Number of Employees

The participating employers include departments within MCA and SRMT. The highest number of participating Akwesasne Employers falls within the 1-5 Employee range followed closely by self-employed. Supporting employment growth for these sectors can significantly increase opportunities for the upcoming labour force in the next 5 years. Direct needs assessment for these sectors can determine specific areas to focus training needs of the employers to support labour market growth.

Figure G

Participating Employers by the Number of Employees
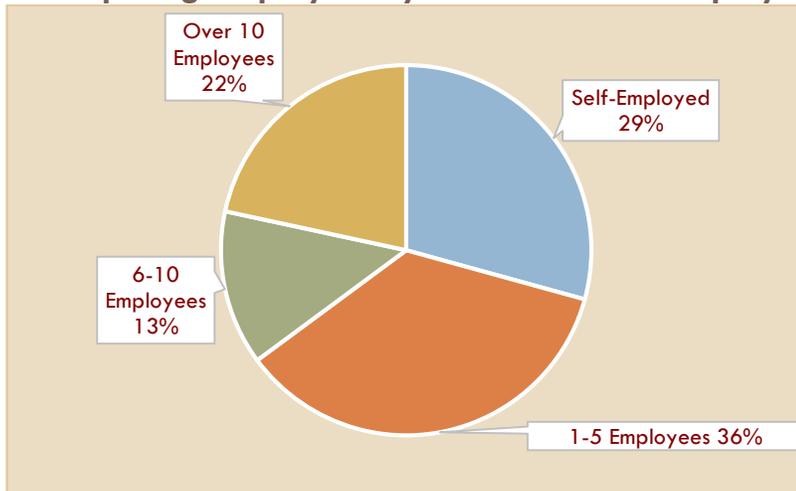
Total Participating Employers: 222

The participating employers selected the number of employees according to the choices of categories – Self-employed; 1-5 employees; 6-10 employees; Over 10 employees. Number of employees is one indicator of the size of an employer. 65% of participating employers are classified as self-employed or up to 5 employees.

Section C

Separations/Dismissals

Figure H - Separations in the Past 12 Months

	Permanent Layoff	Dismissal	Retirement	Resignation	Return To School	Other	Totals
Managers & Executives	1	5	8	7	3	5	29
Professionals	2	2	2	4	1	3	14
Technicians/Technologist	2	1	0	5	3	0	11
Skilled Trades	1	1	1	3	3	5	14
Apprentices	1	1	0	1	4	2	9
Sales/Marketing	1	1	0	1	3	2	8
Administration/Clerical	3	2	2	6	5	4	22
Customer Service	6	9	6	6	14	12	53
Production or Service Workers	2	4	6	5	5	7	29
Other	0	1	0	1	0	4	6
Totals	19	27	25	39	41	44	195

Employers provided information on numbers of employees who separated from employment within the past 12 months. There were 68 existing *potential* employment positions opened by Separations at the level of employment that requires *higher education* and *certified skilled trades*. Customer Service ranked highest for separations in the past 12 months corresponding to high turnover of general customer service workers. The separations were positions previously established, therefore are not considered new employment positions created.

Figure I - Employers "Other Reasons" for Separation/ Dismissals Provided

Employer discussions revealed that the other reasons for separations or dismissals highlight the need for employment readiness training and employment soft skills training. Employers thought that training can potentially be offered to the current labour force or be offered at employment sites as part of initial employee training. Creating customized training plans for self-employed and small business owners can be connected to training plans to enhance employer capacities and to build employee soft skills.

Section D
Employer Training and Recruiting of Employees

## Figure J - Employer Ability to Provide On-Going Training in the Last 12 Months
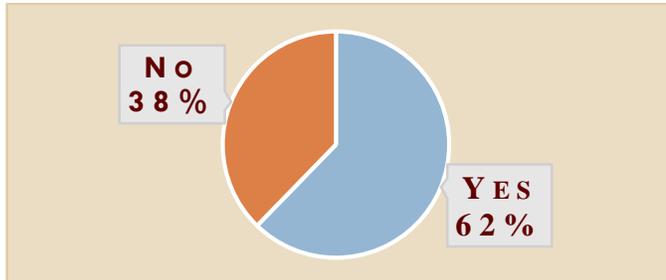
Although the smaller percentage of 38% of the employers indicated that they are not able to provide training to their employees, information from interviews provides more details. Many said that they could not provide *ongoing* training but that they do provide *minimal* on the job training at the start of employment. For example introductory training is usually provided for food service workers, fuel attendant, labourer/maintenance workers – all of which are mostly entry level positions. Employers have communicated that a training gap exists with potential to target training needed for employees to move up to higher levels.

Figure K - Employer Challenges/Barriers to Providing On-Going Training to Employees
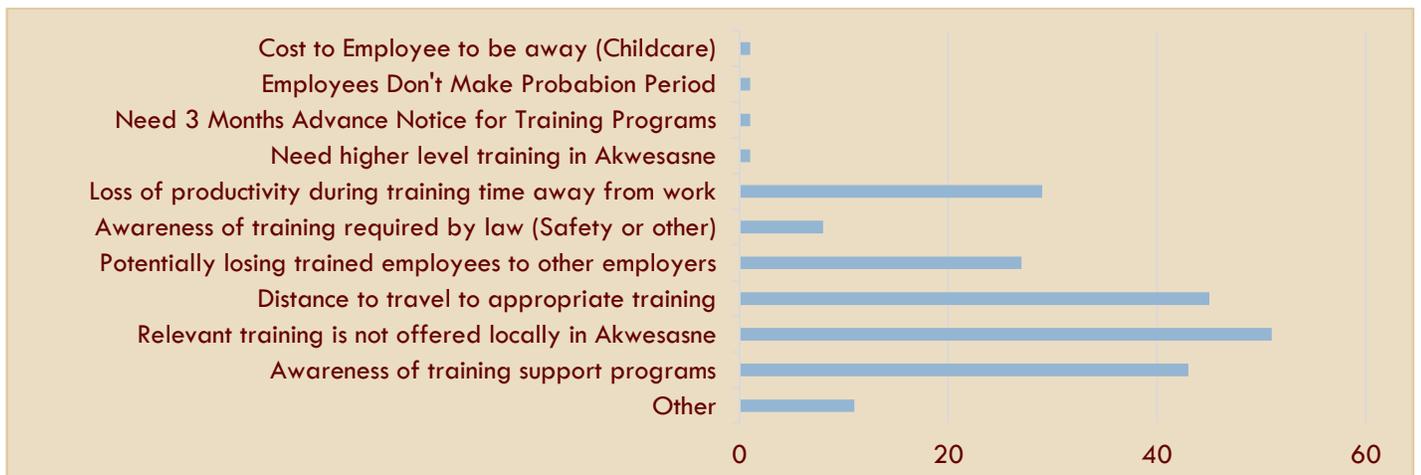
This information helps to identify the starting point for creating training solutions that are accessible to employers by overcoming the barriers. Employers suggested during their interviews that more training opportunities be created such as apprenticeships and internships. They would also like to see lohahi:io enhance their programs to equal off- reservation employment and education training standards and certifications.   Employers also discussed the need to improve the professional attire and hygiene of their employees. Employers in the contract fields expressed a need for more cross training for construction workers and project management.

Figure L – Employer Identified Skills Training Needs for Employees in the Next 5 Years

Skill	Value
Management & Leadership Skills	148
First Line Customer Service Skills	145
Business & Administration Skills	125
Basic Bookkeeping	112
Communications Skills (Written, Oral, Listening)	111
Time Management, Organizational Skills	105
Basic Computer Use & Basic Software	96
Customer Service Supervisory/Management	96
Developing sales strategies, managing sales teams,…	92
Marketing	89
Budgeting, Financial Management	88
Intermediate or Advanced Computer Applications	85
Human Resources & Recruitment Skills	80
Website/Social Media Development	76
Supervisory Skills	75
Use Office Equipment	73
Conflict Resolution, Mediation	72
Cultural skills and knowledge needed to work Diverse…	72
Advanced Accounting	67
Accounting Software	66
Entrepreneurship - starting and managing a business	60
Analytical/Research Skills	59
Skills to use a language in a work setting (Specify…	59
Mobile Aplications & Device Management	40
Technical Support	39
Networking (interconnection of computer communications)	37
Legal - Lawyer/Attorney, Justice	27
Programming and Application Development	26
Peacekeeping, Public Safety, Security	25
Governance	23
Business Intelligence/Analytics	23
Cloud, Software as a Service (SaaS)	21
Virtualization	12
Public Relations	4

Top 5 training needs of participating Akwesasne employers for the next five years are:

1. Management and Leadership Skills
2. First line customer service
3. Developing sales strategies, managing sales teams, selling techniques
4. Basic bookkeeping
5. Communication skills (written, oral and listening)

Figure M - Sources of Employee Training

The analysis of the ALMIS study shows that on the job training is amongst the highest training methods utilized along with Vendor Provided, Continuing Education Units and Distance Learning. On-the-job training is indicated as the most training provided, this shows that there is potential to support customized training plans suitable to employer's needs. Employers are looking for resources that suit their specific training needs for themselves and their employees to strengthen their business. Individual employer customized needs assessment can effectively support direct on the job training plans.

Figure N - Employer Recruitment Methods
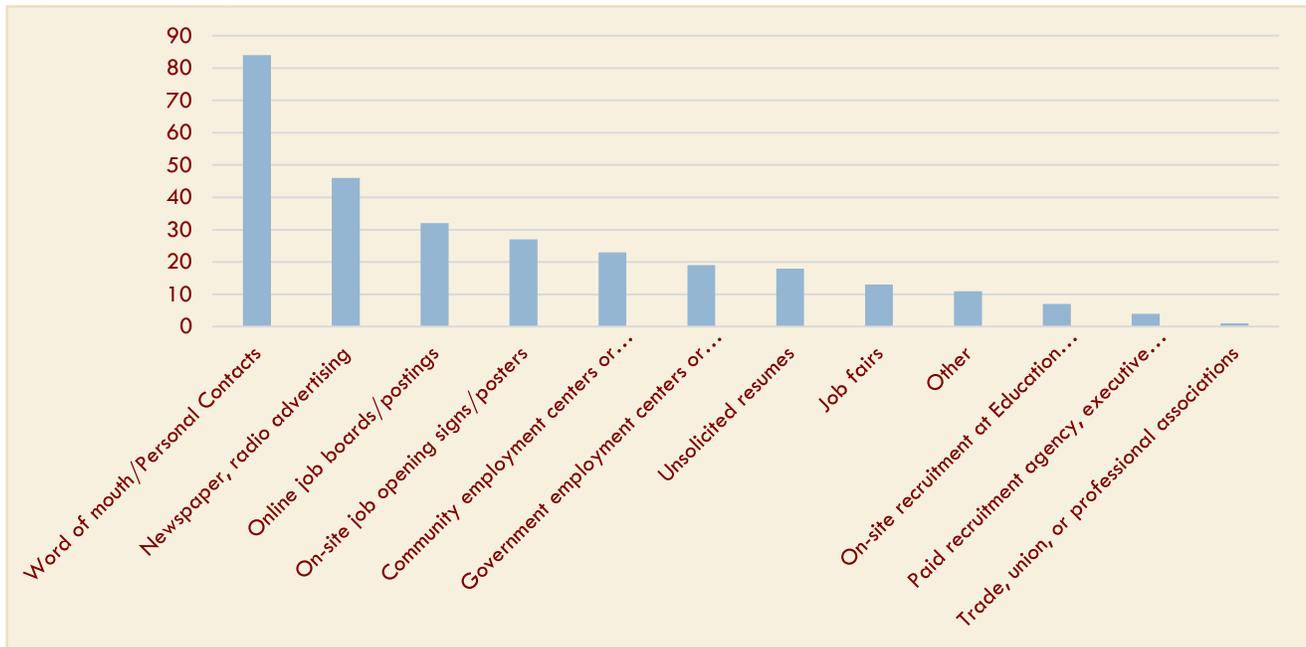
The top 5 Recruitment Resources used by Akwesasne Employers are:
1) Word of Mouth or Personal Contacts
2) Newspaper & Radio Advertising
3) Online Job Boards/Posting
4) On-Site Job Opening Signs/Posters
5) Community Government Websites

Figure O -

Akwesasne Agencies Accessed by Employers
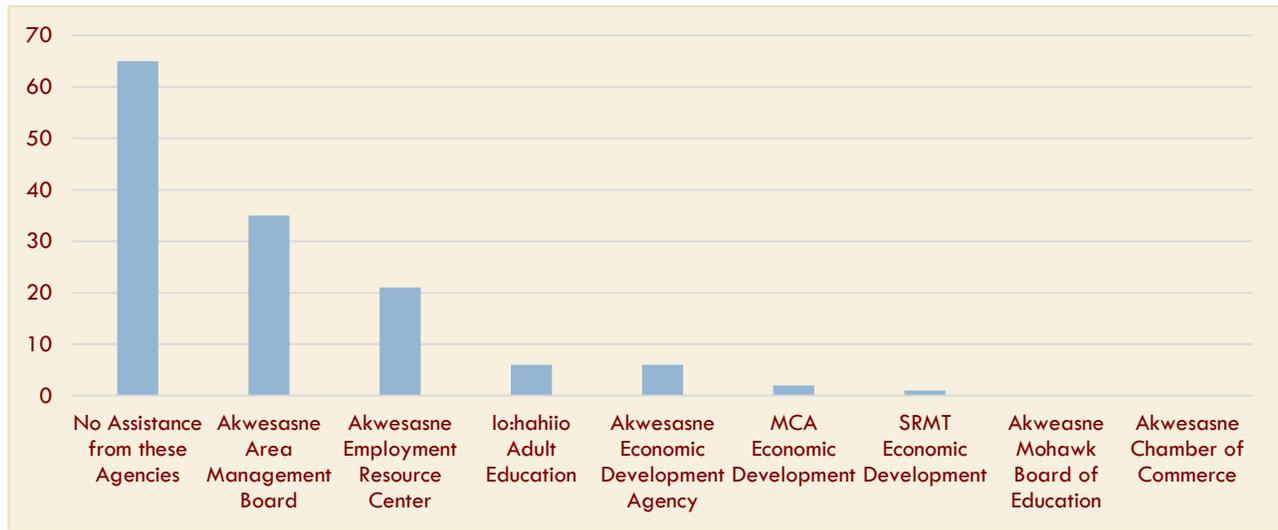
The top 5 Resources used by Employers for Employee Recruitment Assistance are:
1) No Assistance from these agencies
2) Akwesasne Area Management Board
3) Akwesasne Employment Resource Center
4) Akwesasne Economic Development Agency
5) Iohahi:io Adult Education

Employers such as MCA and SRMT have their own Human Resources Department which handle the recruiting and hiring. Department Managers hiring give a detailed job description and HR department handles the advertising and recruiting for the department.

Section E
Employer Hiring Trends

Figure P - Employee Hires in the Last 12 Months

	Permanent Full-Time	Permanent Part Time	Temporary Full Time	Temporary Part Time	Total
Managers and Executives	18	1	0	2	21
Professionals	10	1	5	1	17
Technicians/Technologist	1	1	2	1	5
Skilled Trades	1	0	2	5	8
Apprentices	1	1	1	2	5
Sales/Marketing	5	2	0	0	7
Administration/clerical	7	0	2	1	10
Customer Service	17	8	7	9	41
Production or Service Workers	11	7	2	2	22
Other	12	4	3	6	25
Total	83	25	24	29	

In the last 12 months Employers experienced 68 Separations as indicated on Chart A of Section D. The information provided by Employers regarding hiring trends in the last 12 months shows 51 hires for the positions requiring higher education and certified skills. The movement of exit and entry for positions that require higher education and certified skills training shows that there is a need for training in order to fill these positions with local employers. Some of the reasons stated by Employers for these positions not being filled included potential employees not meeting qualification; not meeting certification or degree requirements; employer not able to compete with other employers for competitive benefits packages and or salaries.

Figure Q - Employers Planning to Hire Over the Next 12 Months
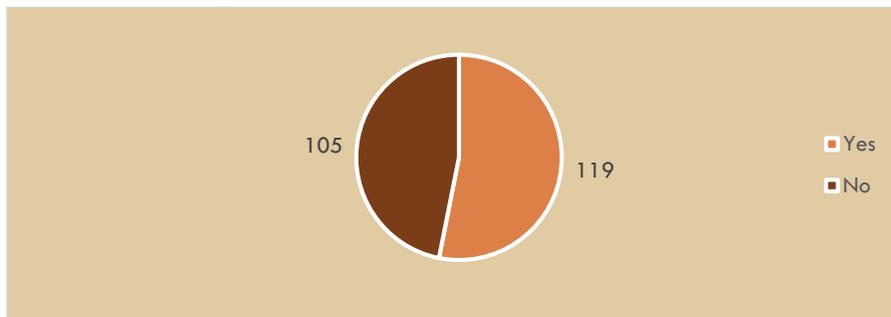
The positive point is that Employers are optimistic about the future and plan to sustain and potentially grow their business/organization by hiring. 53% of Employers are expanding or maintaining their hiring in the next 12 months.

Figure R - Employers Planning to Hire in the Next 12 Months by Occupation
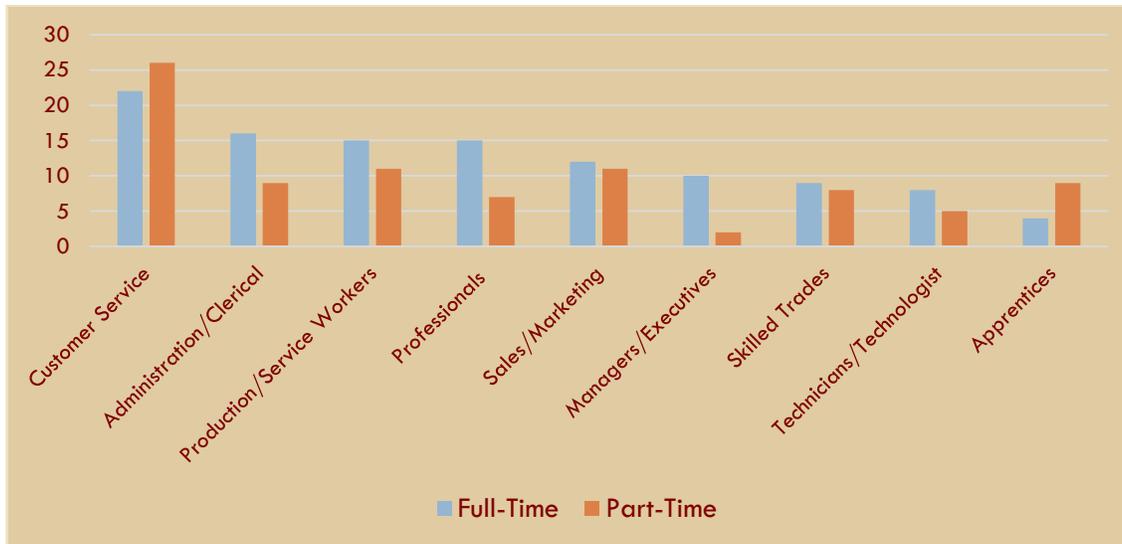

Top 5 positions Employers plan to hire:

1. Customer service
2. Administration/clerical
3. Production/service worker
4. Professionals
5. Sale & Marketing

Figure S - Employer Reason for Anticipated Job Openings in the Next 5 Years

	Retirement	Business Expansion/ Restructuring	Technological Change	Regular Employee Turnover	Other
Managers/Executives	21	20	1	10	4
Professionals	9	26	1	12	3
Technicians/Technologist	3	12	4	5	3
Skilled Trades	3	15	0	4	4
Apprentices	1	13	0	7	4
Sales/Marketing	1	35	1	6	9
Administration/Clerical	6	27	0	9	7
Customer Service	2	31	0	30	9
Production /Service	3	19	2	13	3

Employers indicate that retirement will be the reason for the most positions to open up Management/*Executive* levels in the next 5 years. Employers anticipate the most job openings will be due to business expansion/restructuring amongst the higher level skilled positions *combined* for Managers/Executives and Professionals. Sale/marketing positons rank highest on its own for employer expectations of job openings in the next 5 years due to expansion/restructuring followed by Customer service and Administrative/Clerical positions. 198 positions are expected to open because of Business Expansion/Restructuring with the highest openings in Managers/Executives, Professionals, Sales/Marketing, Administrative/Clerical, Customer Service.

Figure T - Top Positions Akwesasne Employers Seeking to fill in the Next 5 Years
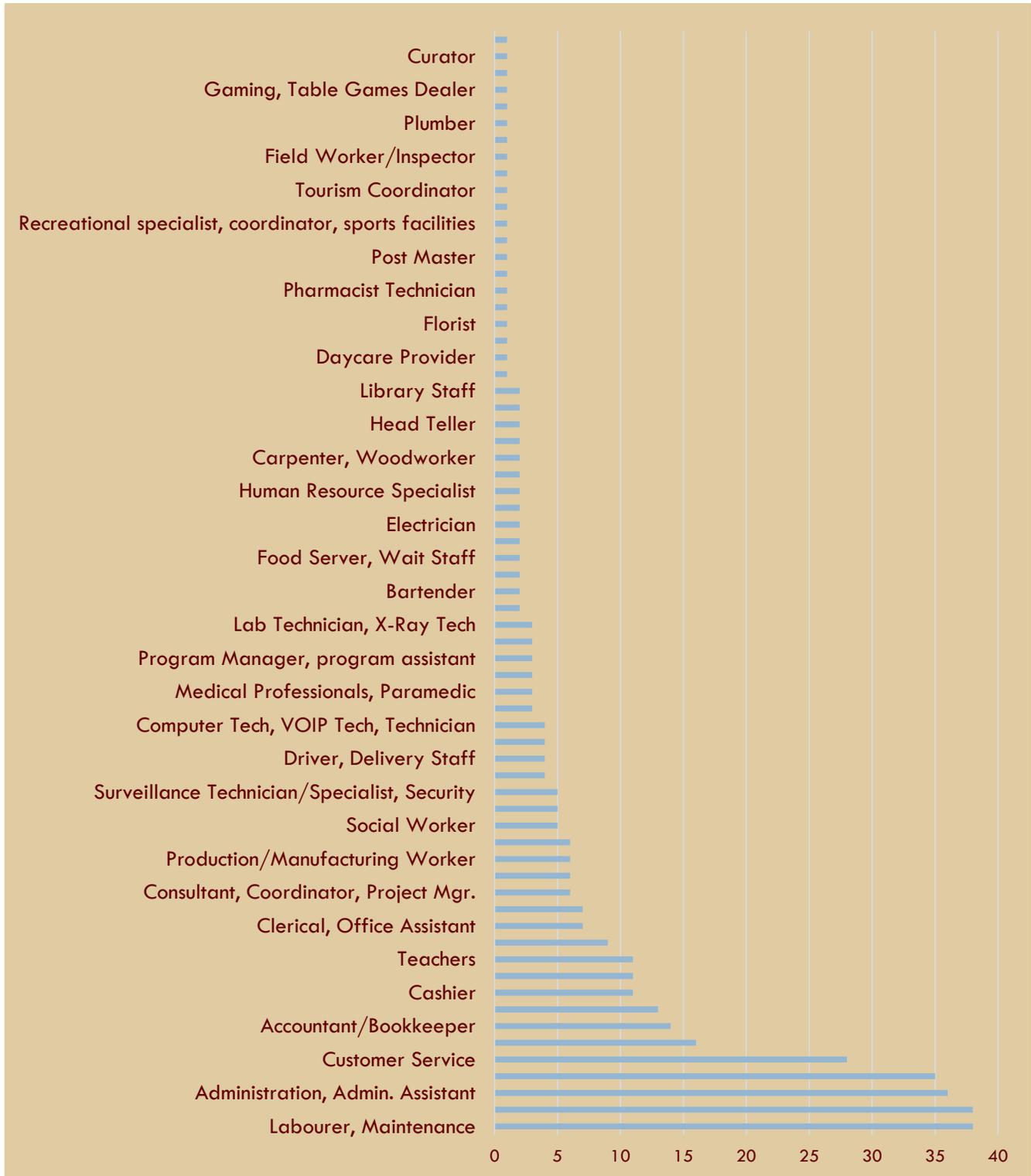
Section F
Akwesasne Labour Force Characteristics

Figure U - Individual Participant Age Group
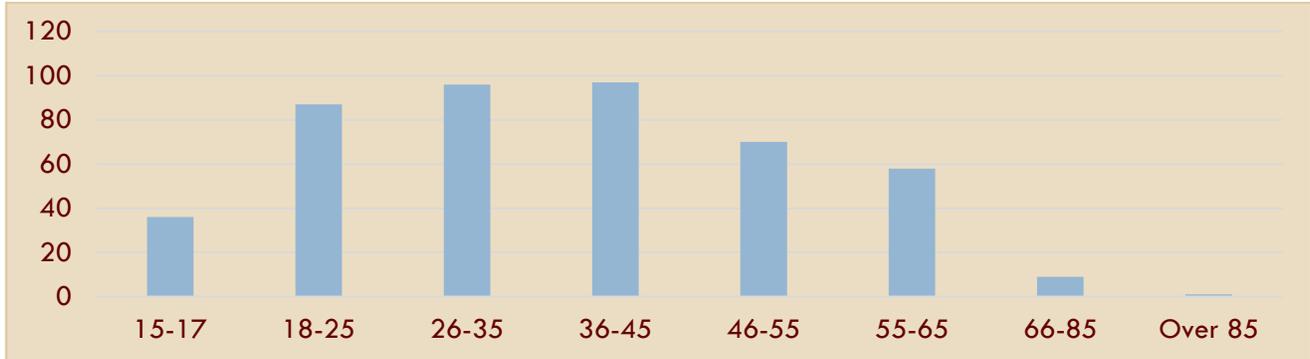
The Total Number Individual Participants is 454.

The current youth defined age range is considered by AAMB to be between the ages of 15-25. Of the individual participants in the study, the workforce pattern indicates that in the next five years there will be more individuals within the range looking to move from entry level jobs into more established positions as compared to those ready to leave the workforce by retiring.   This indicates a potential trend towards increased unemployment or fewer opportunities for advancement for our labour force in the coming years.

Figure V - Individual Participant by District
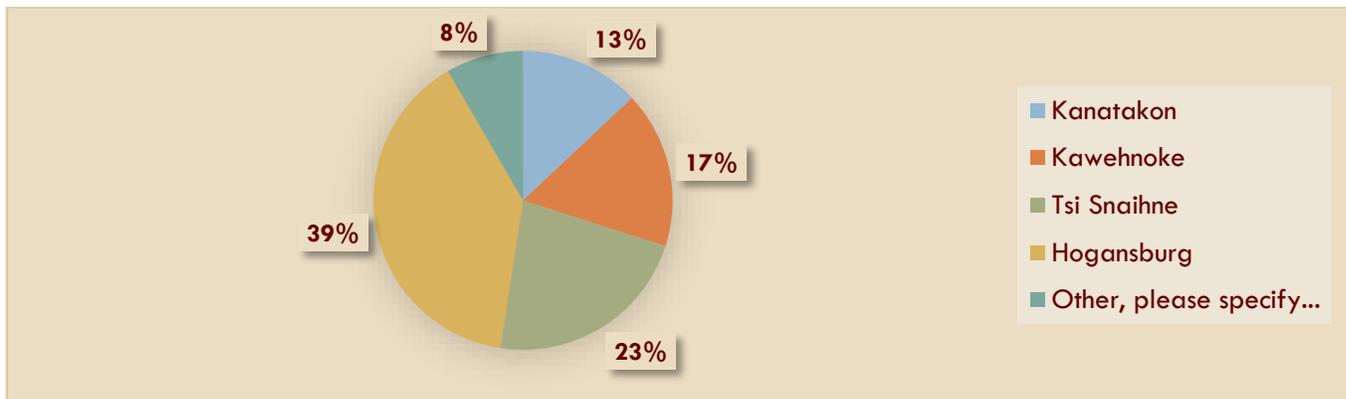
The method utilized for reaching the 454 individual participants from all districts included the following:

An online survey was launched on January 5, 2015. Paper surveys were conducted with individuals throughout the community. Outreach was conducted through Social Media, community events, craft fairs, popular community locations such as the Senior Center, Community Support, local clinics, atriums of Kanonhkwat'sheri:io Health Facility and Saint Regis Mohawk Tribe Community Building, in addition to individual home visits. The youth were reached by onsite visits to Iohahi:io, T.R. Leger (Foundation Campus on Kawehnoke and Cornwall) St. Lawrence College, and a Youth promotion through local media.

PARTICIPANT IS SIMPLY A RESPONDENT
WHO COMPLETED THE SURVEY.

Figure W - Akwesasne Labour Force by Age/Employment
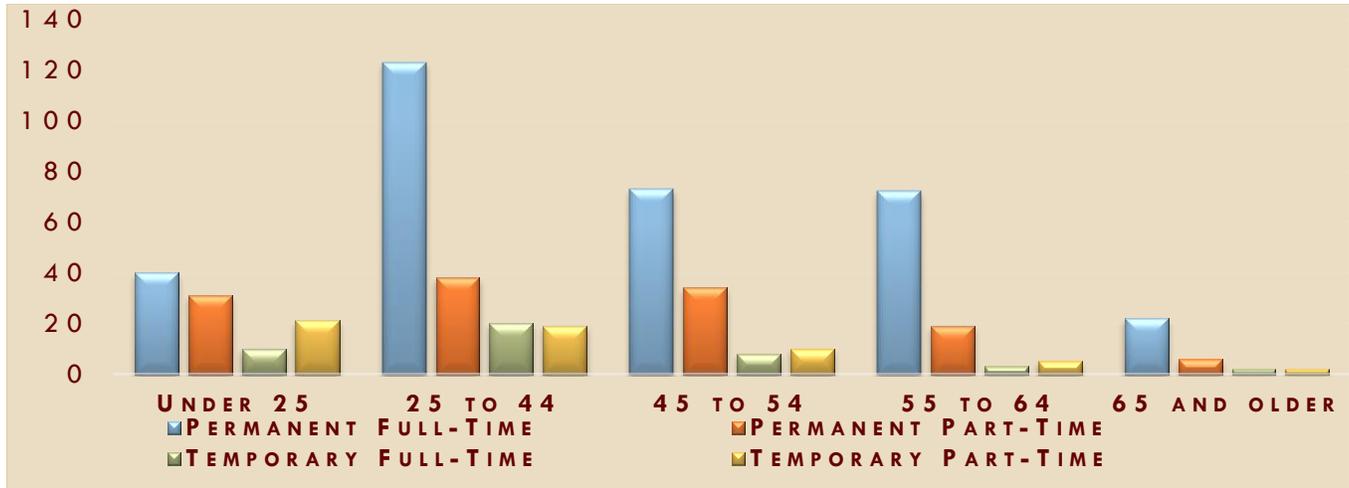
The Employer provided data indicates the highest number of permanent employees is within the 25-44 age range.

According to participant employers, temporary full-time and permanent part-time positions are mostly due to new positions being created but positions being opened by people out on maternity leave, stress leave, disability leave, and seasonal employees.

Figure X - Individual Participant Labour Force Status

The largest number of participants were employed full-time, followed by students and individuals who are not employed but looking for work (categorized as unemployed).

Education Level of Respondents indicate:

21% of respondents currently *do not have* their OSSD/High School Diploma, and **13%** of the **21%** are currently pursuing their diploma.
79% of respondents *have* their OSSD/High School Diploma, and **71%** of the **79%** currently have trade certification or higher degrees/diplomas.

This is an indicator that Akwesasne has a larger population of educated individuals, but are unable to fully employ graduates in their field of study within the community.

Figure Y - Participants in Akwesasne Labour Force
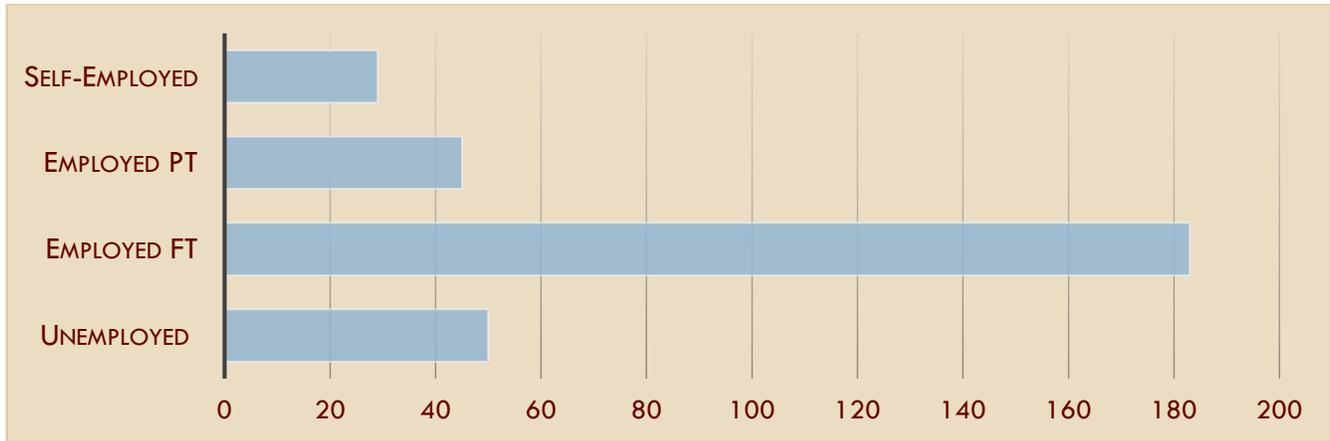
Participants self-identified their current status. Individuals indicating that they were not employed but looking for work are categorized as unemployed.

Labour Force: According to the standard definition employed by Statistics Canada, the employed are persons having a job or business, whereas the unemployed are without work, are available for work, and are actively seeking work. Together the unemployed and the employed constitute the labour force.

Figure Z - Akwesasne Members, Other First Nations & Others Employed by participating Employers
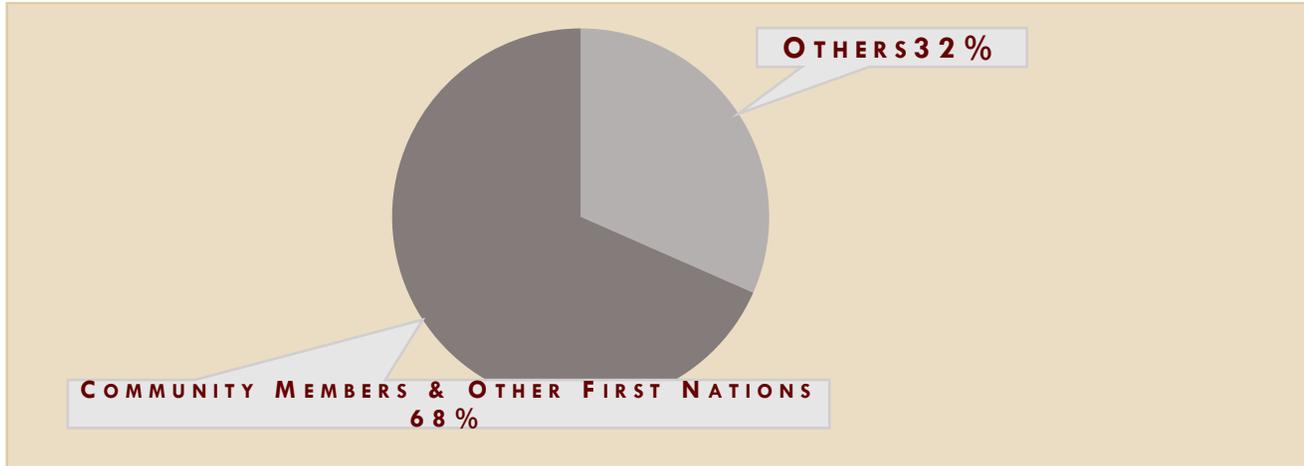
The total number of employees currently on payroll of the 222 Participating Akwesasne Employers reveals that 2,738 are Members of Akwesasne or other First Nations. This represents 68% of the total number of employees on payroll for all Akwesasne Employers that participated in the study.

Employers also indicated that the total number of Other Employees on their payroll is 1,265 or 32% of the total number of employees for all participant Akwesasne employers.

According to the study data, the total number of employees of Participating Akwesasne Employers is 4,003.

Figure AA- Akwesasne Estimated Unemployment Rate (Entire Community)
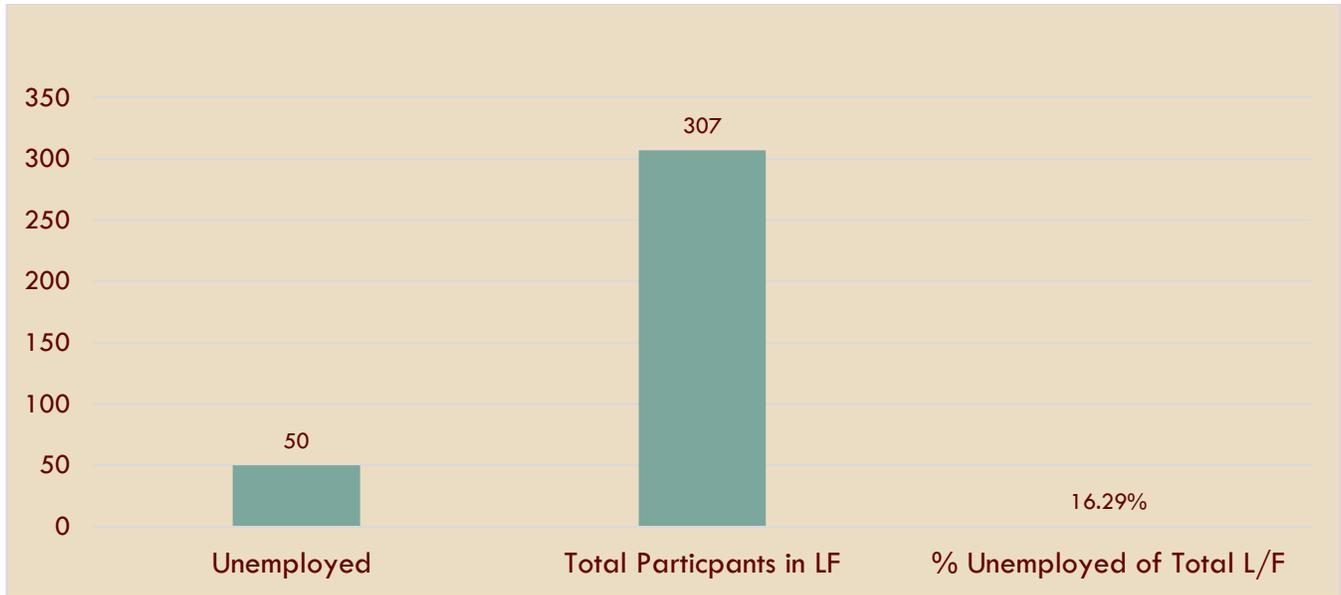
The individual participants self-identified in the survey as to their current situation by selecting choices to reflect their current situation. Those who selected "Not employed, but look for work" are included in the Labour Market and categorized as Unemploymed for this study. Others selected "Not employed, AND, not looking for work" were categorized as NOT in the Labour Force (NILF)

Unemployment: Given the concept of unemployment as the unutilized supply of labour, the operational definition of unemployment is based primarily on the activity of job search and the availability to take a job. See full definition Appendix "C" Glossary.

*Based on respondents surveyed

*Normally, Statistics Canada will speak to about 300 people in a community of 300,000 to do the labour force survey. This is what generates the unemployment rate. Based on that figure, 454 respondents in a population of +/- 18-20,000 means that you can be 95% certain that the survey result is accurate for the entire population. The margin of error is plus or minus 4.56%.

Section G

Population Estimates

Figure AB - Akwesasne Reported Population
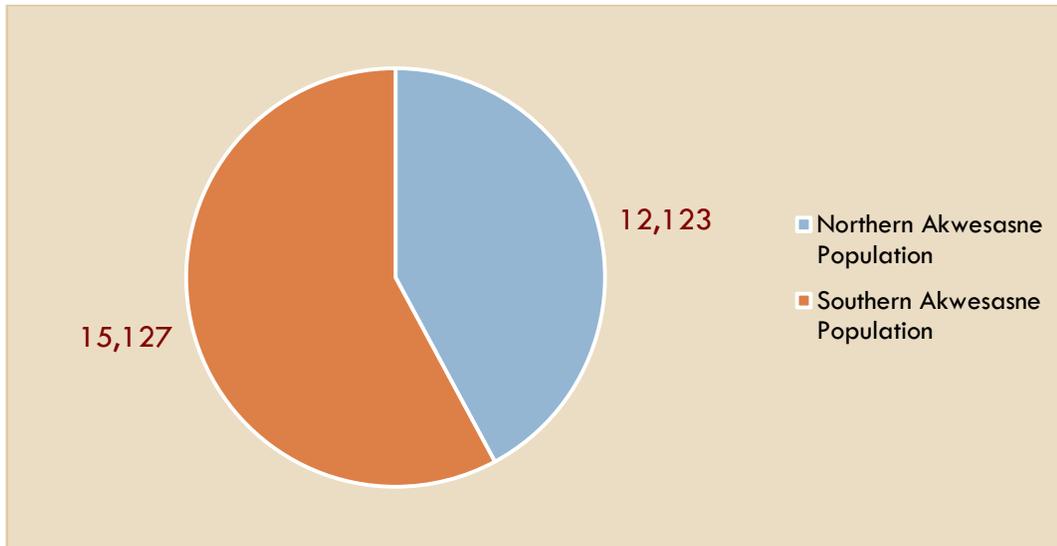
Population Statistics* were derived from information provided by MCA and SRMT. Total population for Akwesasne *cannot* be accurately determined based on membership status, because many community members claim **dual-membership.**

Therefore, further data from this report which is based on population information may be separated based on indications supplied by Northern or Southern membership totals. *Population Statistics from reported data by MCA and SRMT.

Figure AC - Population Entering the Workforce in the Next 10 Years
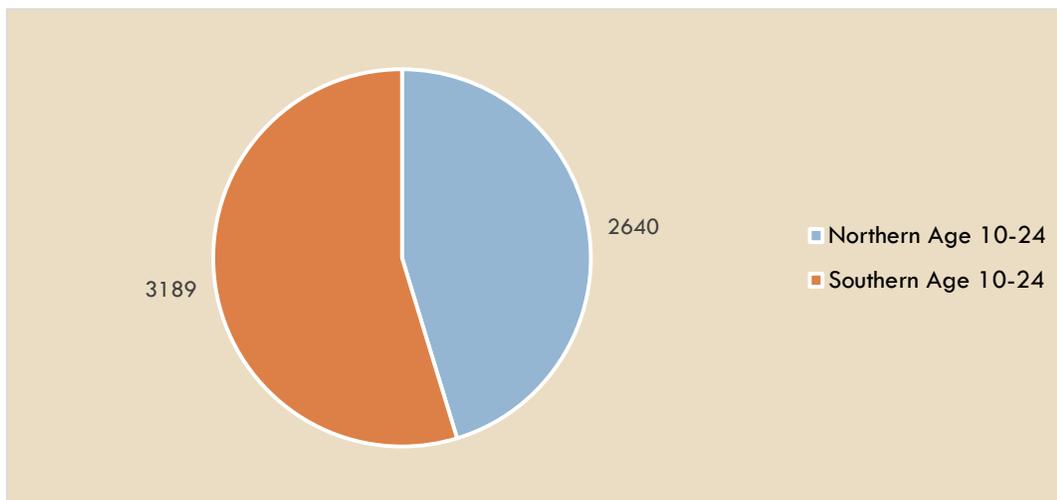
Figure AD - Northern Population Individual Age Groups
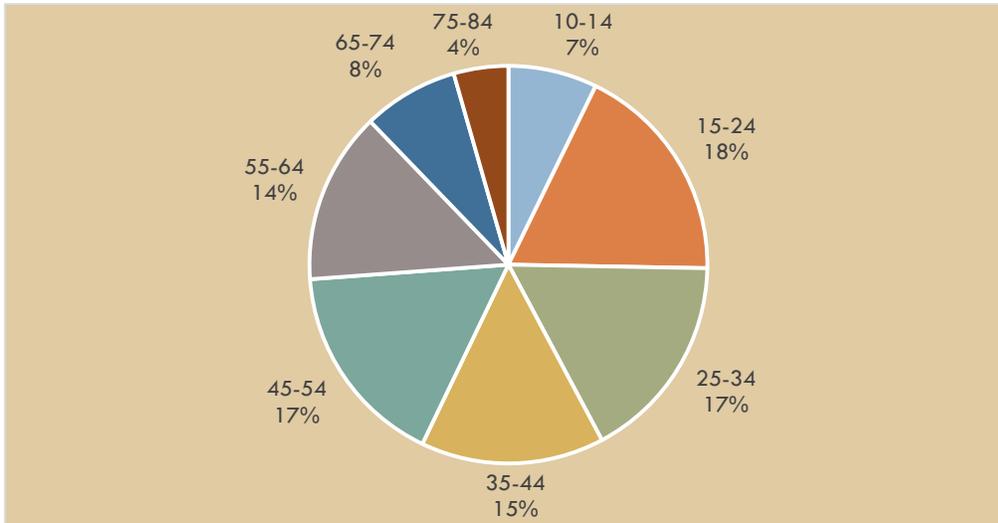
Northern Population data reported indicates that 2,640* people will be within age range to enter the labour market in the next 10 years. According to the data in the study for the age group represented from age 10-24 indicates 25% of the total Northern Population (Ages 10-84) will be entering the labour market in the next 10 years. *Data derived from reported population statistics from MCA

Figure AE - Southern Population Individual Age Groups
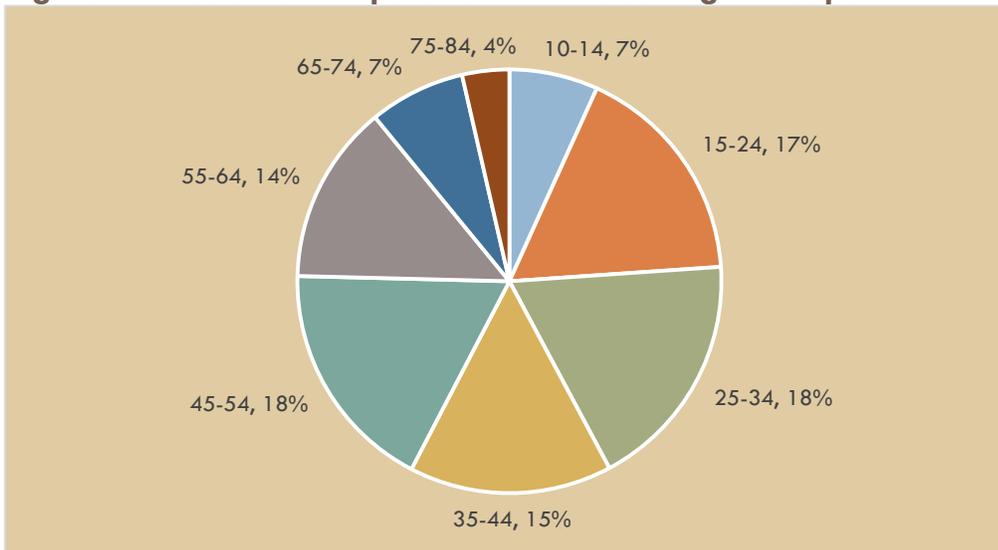
Southern Population data reported indicates that 3,189* people will be within age range to enter the labour market in the next 10 years. According to the data in the study for the age group represented from age 10-24 indicates 24% of the total Southern Population (Ages 10-84) will be entering the labour market in the next 10 years. *Data derived from reported population statistics from SRMT

Figure AF

Population Leaving Workforce in the Next Ten Years
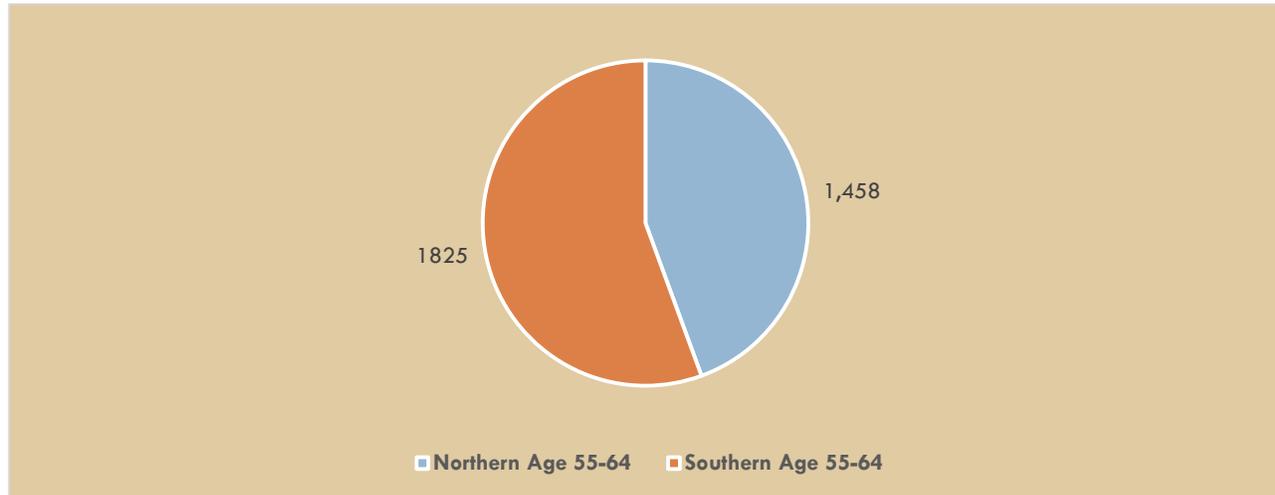
Northern Population: Participating individuals in the study for the age group represented by 55-64 is 14% of Population (Ages 10-84). As a percentage of the total population, 14% represents 1,458 between the ages of 55-65 that will be at retirement age within 10 years.

Southern Population: Participating individuals in the study for the age group represented by 55-64 is 14% of Population (Ages 10-84). As a percentage of the total population, 14% represents 1,825 between the ages of 55-65 that will be at retirement age within 10 years.

Please note: Respondents indicated in the survey that many of them do not plan to retire at the age of 65 due to lack of proper financial security, which may prevent them from leaving a job.

19 out of 20 community members have only chosen to find employment

***within* the Akwesasne Community.**

Therefore, 95% of current and future job seekers may choose to only apply locally,

or pull themselves out of the labour pool and wait for an opportunity.

Of the 5% community members who choose to work outside the reserve, many have indicated if they travel with other members, they may be more likely to be successful with employment.

Section H
Northern Akwesasne

Figure AG - Northern Territory Akwesasne Estimated Unemployment Rate
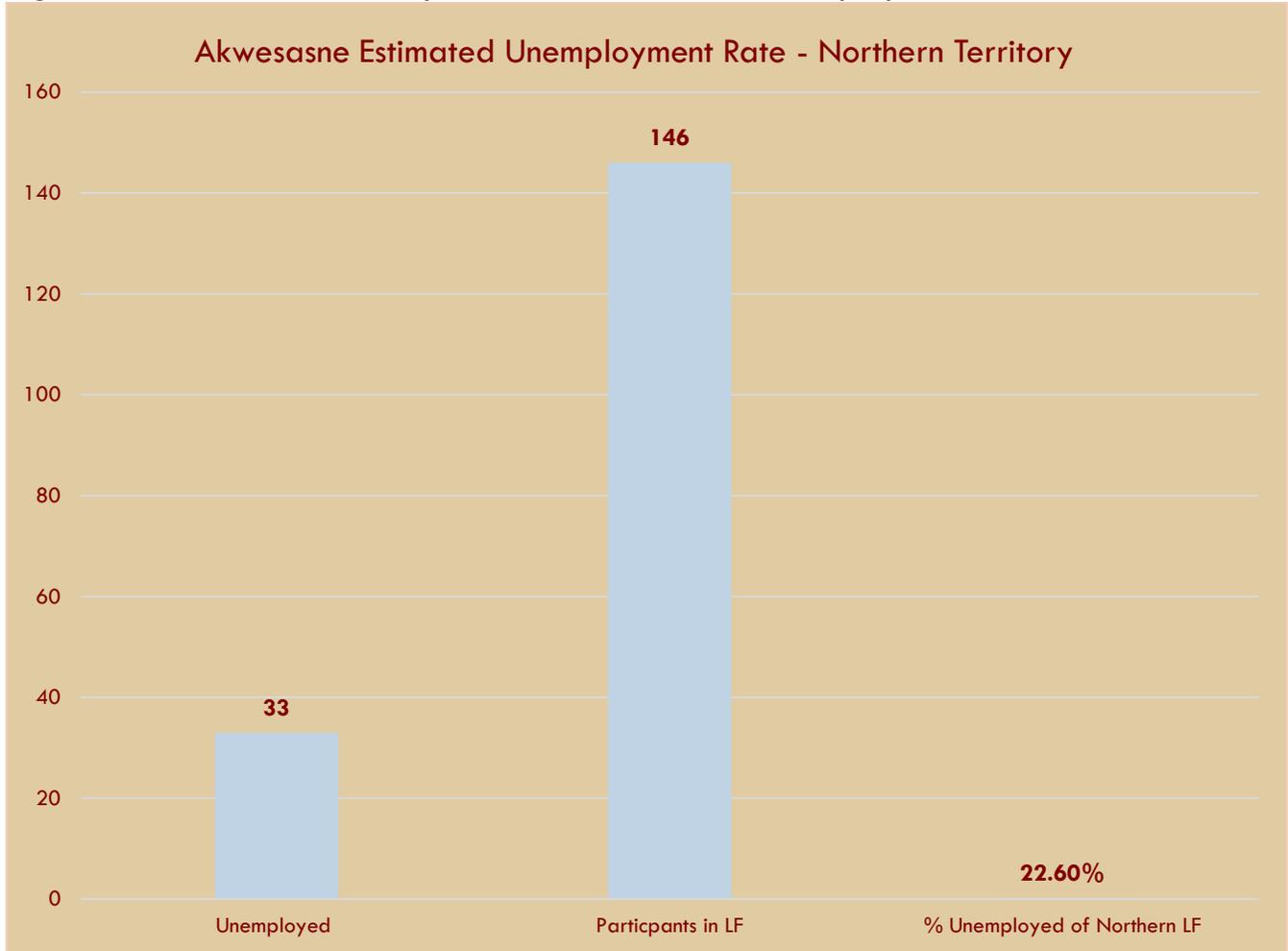
Akwesasne Estimated Unemployment Rate - Northern Territory

*Based on respondents surveyed

*Normally, Statistics Canada will speak to about 300 people in a community of 300,000 to do the labour force survey. This is what generates the unemployment rate. Based on that figure, 454 respondents in a population of +/- 18-20,000 means that you can be 95% certain that your survey result is accurate for the entire population. The margin of error is plus or minus 4.56%.

Figure AH - Akwesasne Northern Employers by Sector
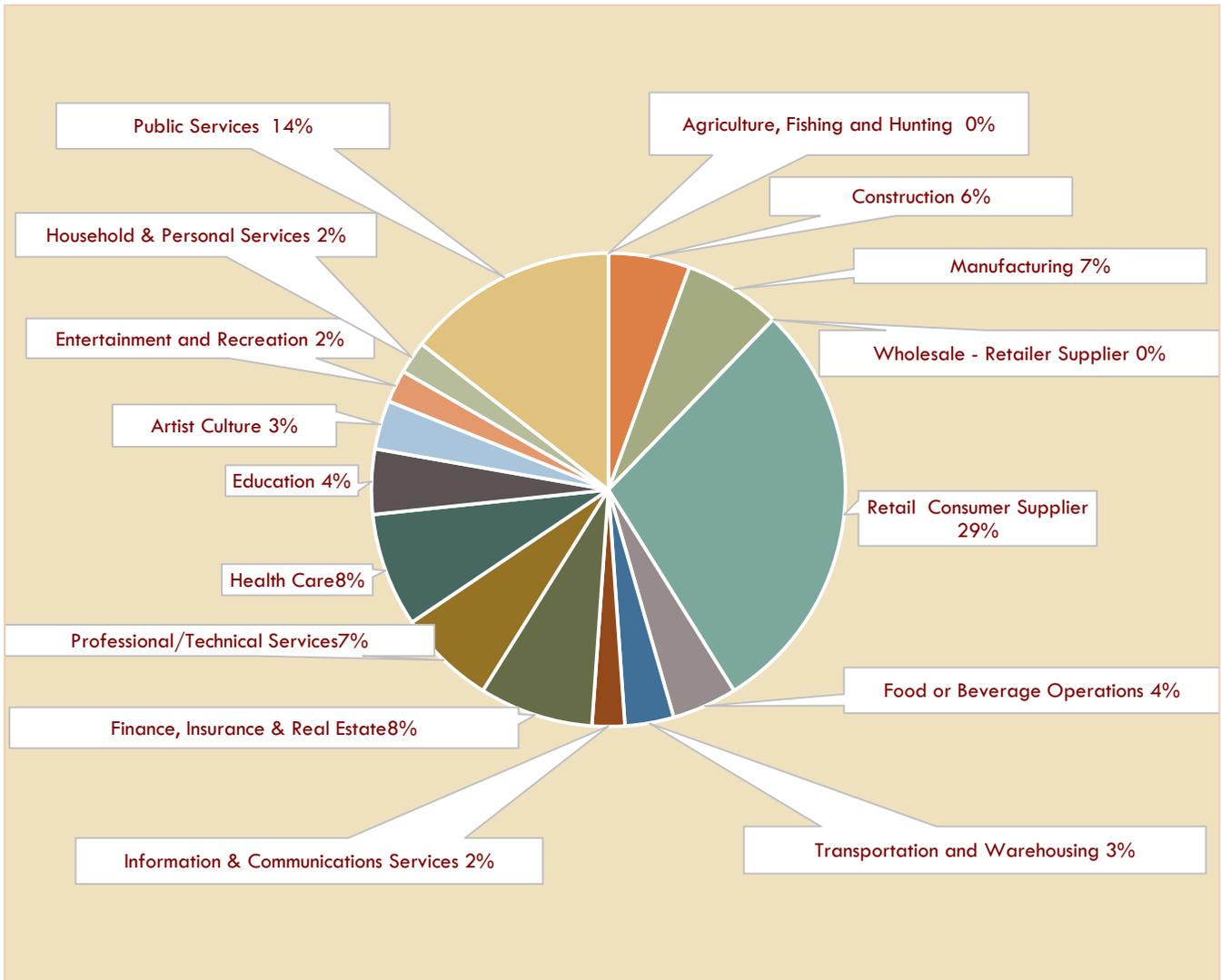
90 Participating Northern Employers selected a Sector

Figure AI - Participating Northern Employers – By Number of Employees
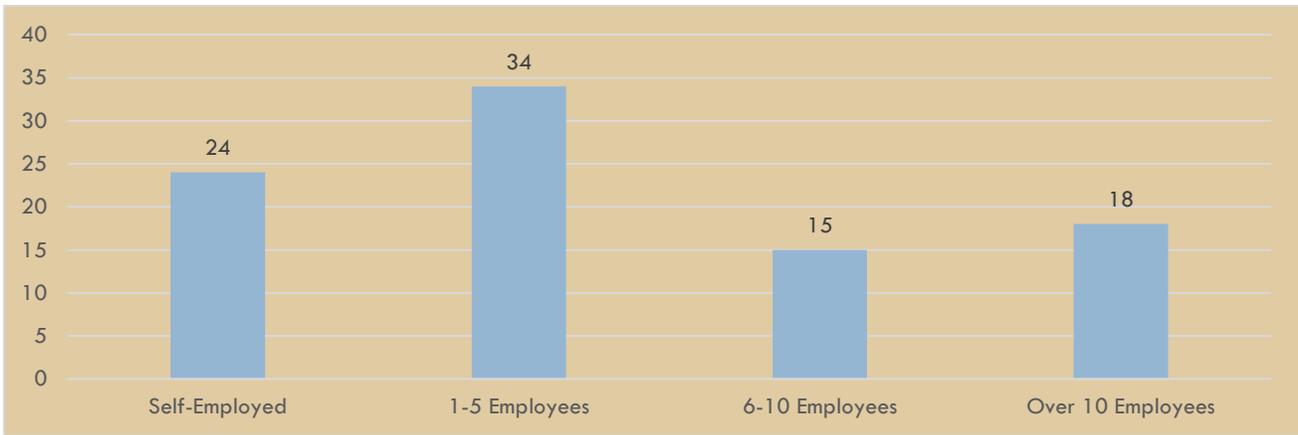
91 Northern Employers selected a category indicating their size of organization/business.
Most Northern employers were amongst self-employed and 1-5 Employees.

Figure AJ - Akwesasne Northern Employer Location
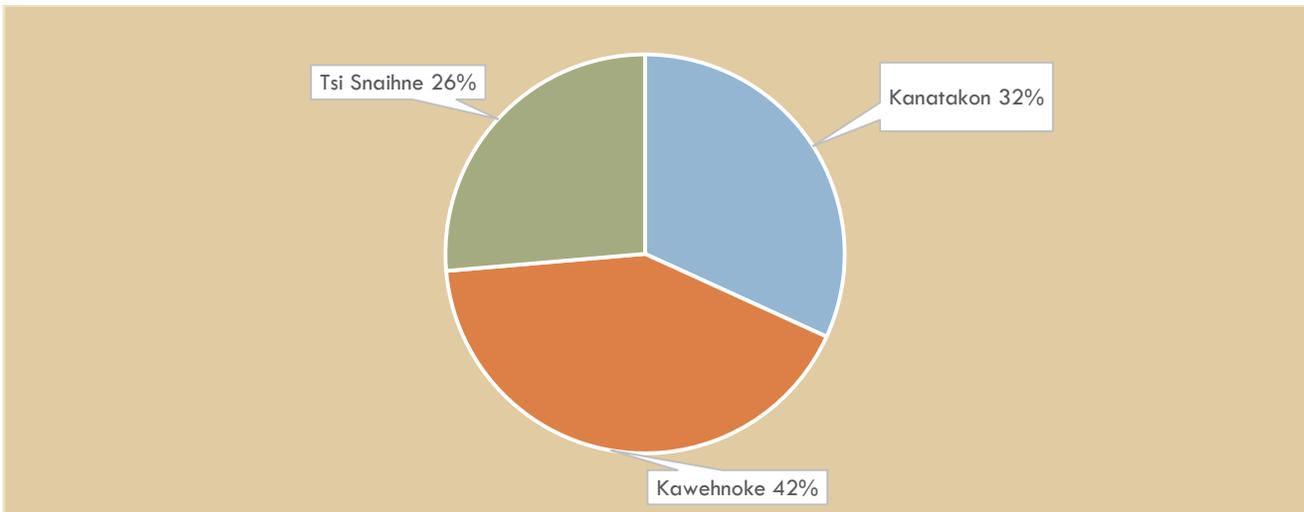
Of the 222 Participating Employers, 110 selected a Northern location within the three districts of Kanatakon, Tsi Snaihne, and Kawehnoke.

Section I
Southern Akwesasne

Figure AK - Akwesasne Estimated Unemployment Rate Southern Portion
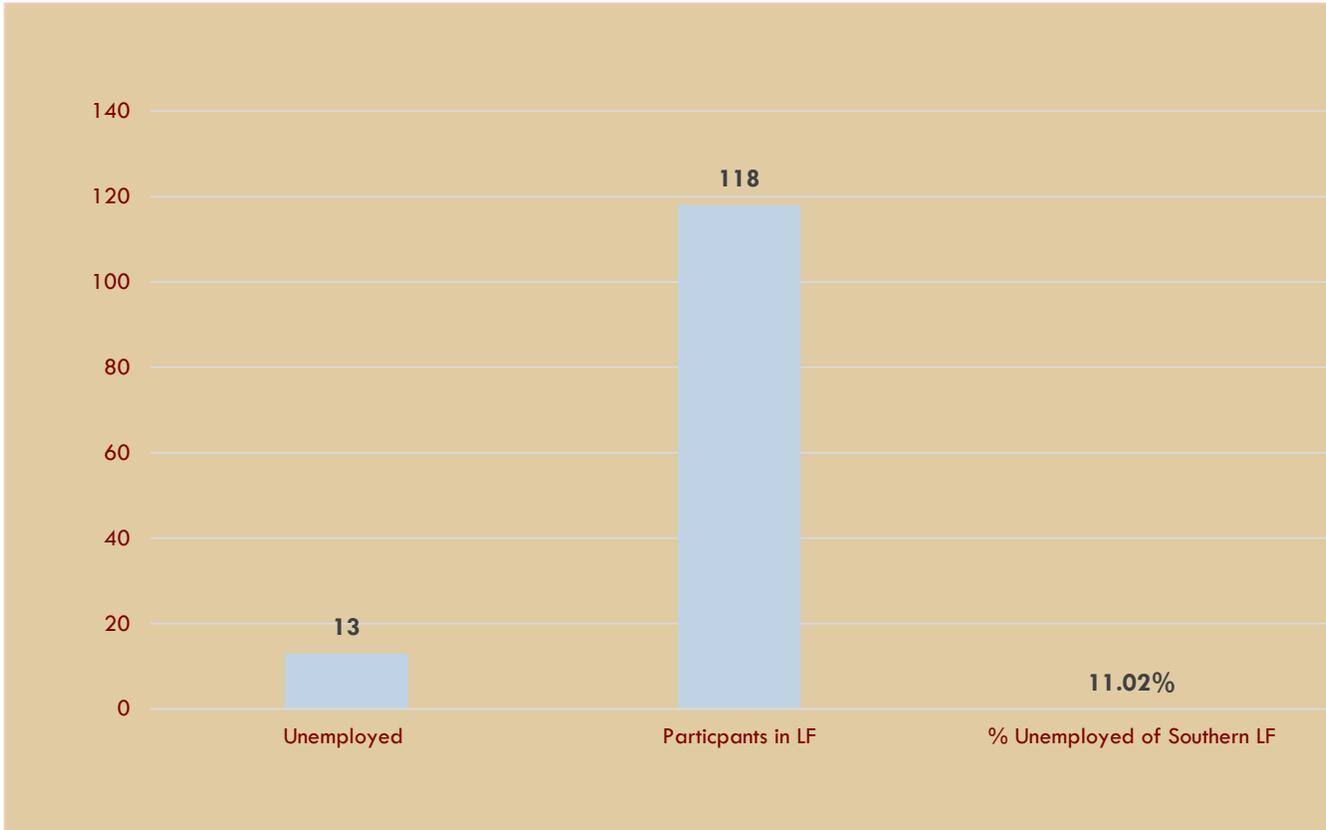
*Based on respondents surveyed

*Normally, Statistics Canada will speak to about 300 people in a community of 300,000 to do the labour force survey. This is what generates the unemployment rate. Based on that figure, 454 respondents in a population of +/- 18-20,000 means that you can be 95% certain that the survey result is accurate for the population. The margin of error is plus or minus 4.56%.

Figure AL - Akwesasne Southern Employers by Sector

Agriculture, Fishing and Hunting 2%

Construction 3%

Manufacturing 6%

Other 2%

Wholesale - Retailer Supplier 1%

Public Services 22%

Retail Consumer Supplier 28%

Household & Personal Services 2%

Entertainment and Recreation 6%

Artist Culture 6%

Food or Beverage Operations 7%

Education 4%

Transportation and Warehousing 1%

Health Care 3%

Information & Communications Services 2%

Professional/Technical Services 3%

Finance, Insurance & Real Estate 2%

120 Participating Employers selected a Sector

Figure AM - Akwesasne Southern Employers by Number of Employees
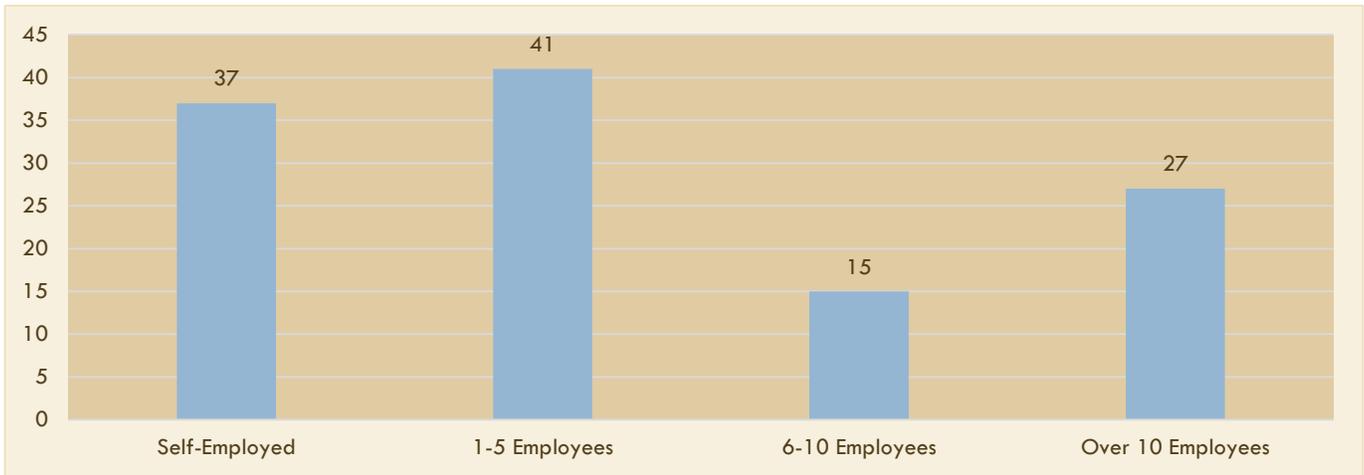
120 Akwesasne Southern employers selected a category based on the number of employees which is an indicator of size of employer. 63% of Participant Southern Akwesasne employers are within self-employed and 1-5 employee categories.

Recommendations

Trends and Actions

Trend
The number of individuals entering the labour force in the next 10 years potentially greater the number of individuals leaving the labour force projecting a shortage of work.

Action
Build partnerships with self-employed and Participant employers with 1-5 employees to develop customized training plans to which will in turn support employer capacities, business expansion, and employment creation potential.

Trend
In the next 5 years, more youth will be at the advancement stage in their career lifespan. Fewer Individuals will be leaving the workforce due to retirements.

Action
Focus targeted training for Employers on areas that will create the most impact for expanding and sustaining opportunities for occupations higher than entry-level positions.

Trend
Most potential employers in Akwesasne are small businesses with 5 or fewer employees and the self-employed.

Action
Support employment opportunity potential for these sector by providing employer (business owner/manager/self-employed) training needs to strengthen the potential for sustainability and growth of the business.

Trend
38% of Employers indicate they are unable to provide on-going training for employees that will help employees move up from entry level positions.

Action
Provide training at little or no cost to employers targeted to supporting employee development of their specific needs.

Trend
Employers expect more employment openings from business expansion in the management and higher level positions in the next 5 years.

Action
Provide more Management and Leadership skills training. Explore and develop partnering with education institutions to develop flexible programs within Akwesasne that will lead to providing higher education credits toward accredited certificates and degrees.

Trend
Akwesasne contractors require specific support and training to increase contracting opportunities and expand their businesses which will in turn create more employment opportunities.

Action
Develop a contractor series training program and provide flexible consultation and support to the construction contractors to expand into larger contractors.   Training tailored to attaining required certifications, bonding, insurance, and bid-preparation. Collaborate with economic development agencies to identify and access capital sources for contractors.

Trend
Employers highlight the need for employment readiness training and employment soft skills training.

Action

Training can potentially be offered to the current labour force or be offered at employment sites as part of employee training. Creating customized training plans for self-employed and small business owners can be connected to training plans to enhance employer capacities and to build employee soft skills.

Trend

Employers cannot access training due to costs and/or factors relating to employee away from work.

Action

Move away from mainstream outreach to customized service. Partner with high schools and post-secondary institutes to offer employment ready skills defined by employers as lacking on site (of campus). Workshops can be target ready. Go to Employers with a resource plan that is tailored to their needs and business size. Market business development and management training management to their needs:

Conclusion

This summary report contains a great deal of labour market information provided by Akwesasne individuals and employer participants. A very valuable labour market information system (LMIS) framework has been developed through this process. The data is meaningful and substantiated both by quantity of participants and quality of overall information gathered. The ability exists now to create variations of analysis and representations of Akwesasne's labour market that will help identify priorities and where to allocate resources to maximize the impact for sustainable employment growth in our community. The interpretation of the information revealed a strong level of optimism on the potential for growth expressed by the employers in Akwesasne's labour market and the employment training needs identified. Ongoing refinement and updating of the LMIS will advance the effectiveness of AAMB's employment training program development to align with these needs. The Akwesasne Labour Market Information System is an important component for identifying strategic goals and priorities for "Strengthening Akwesasne's Labour Market".

Appendix A:
ALMIS Team

Beatrice Johnson, CTD, Business Development Officer- Akwesasne Area Management Board (AAMB)

Beatrice Johnson is a life-long member of Akwesasne. She has over twenty years-experience as a business owner and as a business consultant and trainer.   As the Business Development Officer of AAMB, Beatrice is building mutually beneficial partnerships with employers.   One of her goals is to assist employers in becoming ideal candidates for employees to work for and develop long-term careers. Each building block in the process will help local businesses and employees to develop, grow, and foster the creation of sustainable employment opportunities. It was this vision has led her to initiating Akwesasne Labour Market Information Study in order to develop the framework for a labour market information system that will confirm the direction and implementation of supportive training programs

D. Darlene Francis, MBA, ALMIS Project Manager - Venture Associates

D. Darlene Francis the Founder and lead consultant of Venture Associates, a community and business development consulting company based in Akwesasne. Darlene graduated from McGill University with a Bachelor's degree in economics and later earned her MBA from Colorado State University.   Venture Associates has completed projects such as the Akwesasne Transit Survey, the Comprehensive Community Development Plan Study, and development/coordination of the Area Management Board's Creating Workforce Partnerships Conference. Darlene has worked closely with Beatrice Johnson and Ann Deer to define and implement The Akwesasne Labour Market Information Study. With the team effort and results, the ALMIS will provide extensive labour market information to help develop effective skills training programs to support and grow Akwesasne's employers and employment opportunities in the community.

B. Ann Deer, M.Ed., Associate Research Analyst - Venture Associates

Ann is a member of Akwesasne she has earned her Bachelors with Honour's in both Native Studies and Canadian Studies from Trent University, Peterborough On and later graduated from St. Lawrence University, Canton NY with her Masters of Educational Leadership.

Ann's professional career began with conducting a needs assessment for AAMB. She went on to work and developed programs for mental health, education, employment and private research agencies.

Appendix B:
Table of Figures

Appendix C: Glossary

ALMIS - Akwesasne Labour Market Information Study

Employee Dismissal
Employee is dismissed by Employer indefinitely for various reasons.

Employee Separations
Employee separate Employer for reasons such as: maternity, lack of work, sick leave, new employment opportunity. (Dismissal is a more permanent separation)

Employer
Include Self-Employed, Privately-Owned Businesses, Organizations and Community Government Entities/Departments.

Individual Participants Under "25"
Is defined by AAMB classification of Individual or Individuals between 15-25 considered Employable Youth

LF - Labour Force
www.statcan.gc.ca/pub/81-004-x/def/4153361-eng.htm
Dec 1, 2008 - Labour Force. According to the standard definition employed by Statistics Canada, the employed are persons having a job or business, whereas the unemployed are without work, are available for work, and are actively seeking work. Together the unemployed and the employed constitute the labour force.

Labour Market
www.thecanadianencyclopedia.ca/en/article/labour-market/
Dec 16, 2013 - The labour market is a generalized concept denoting the interaction between the supply (number of persons available for work) and the demand (number of jobs available) and the wage rate.

Participant
Is simply a respondent who completed the survey

Unemployment

The concepts of employment and unemployment are derived from the theory of the supply of labour as a factor of production. The production referred to is in turn defined as those goods and services included in the System of National Accounts. For this reason, unpaid housework and volunteer work are not counted as work by the survey, although these activities need not differ from paid work, either in purpose or in the nature of the tasks completed.

While the logical and precise unit of measurement of total labour supply is person-hours, the conceptual terms of reference for the survey require that individual members of the population be classified as employed, unemployed, or not in the labour force. Accordingly, persons who are supplying services in the reference period, regardless of the quantity supplied, are classified as employed while those who provide evidence that they are offering their labour services to the market (again regardless of quantity) are classified as unemployed. The remainder of the population, those neither currently supplying nor offering their labour services, are referred to as persons not in the labour force.

Unemployment: Given the concept of unemployment as the unutilized supply of labour, the operational definition of unemployment is based primarily on the activity of job search and the availability to take a job. In addition to being conceptually appropriate, job search activities can, in a household survey, be objectively and consistently measured over time. The definition of unemployment is therefore the following.

Unemployed persons are those who, during reference week:

a. were on temporary layoff during the reference week with an expectation of recall and were available for work, or
b. were without work, had looked for work in the past four weeks, and were available for work, or
c. had a new job to start within four weeks from reference week, and were available for work.

Source Stats Canada http://www.statcan.gc.ca/

Acknowledgement

Venture Associates would like to thank all the individuals and employers who participated in the Akwesasne Labour Market Information Study. Your valued contribution will be used by The Akwesasne Area Management Board in development of a 5 Year Training Plan for the unique needs of Akwesasne Employers and labour force.

A special Thank You goes to Akwesasne Area Management Board for sponsoring this innovative Labour Market Study for Akwesasne. Also we would like to give special mention to MCA Economic Development, MCA Community Support, SRMT Economic Development and our Advisory Committee for their ongoing support. Our appreciation is extended to The Eastern Ontario Training Board for their guidance, support, and valued insights to creating and implementing the ALMIS survey tool.